

Diversity, Equity and Inclusion Strategy 2025–2029

**A shared vision and commitment to creating
diverse, equitable and inclusive workplaces**



ACKNOWLEDGEMENT OF COUNTRY

The Victorian Department of Treasury and Finance acknowledges that Aboriginal and Torres Strait Islander peoples are the First Peoples and Traditional Custodians of Australia, and the oldest continuing culture in human history. We proudly acknowledge Victoria's Aboriginal communities and recognise the value and ongoing contribution of Aboriginal people and communities to Victorian life. We pay our respect to Elders past and present and emerging.

As we work to ensure Victorian Aboriginal communities continue to thrive, the Government acknowledges the invaluable contributions of generations that have come before us, who have fought tirelessly for the rights of their people and communities towards self-determination. We reflect on the continuing impact of government policies and practices and recognise our responsibility to work together with and for Aboriginal and Torres Strait Islander Peoples towards improved cultural, social and economic outcomes.



'lim-ba nindee thana warn-ga-ilee'
(Preserve our Dreaming Lore) – Gunnai Language

*Bitja (Dixon Patten Jnr) Yorta Yorta, Gunnai,
Gunditjmara and Dhudhuroa of Bayila Creative*

The Secretary
Department of Treasury and Finance
1 Treasury Place
Melbourne Victoria 3002
Australia
Telephone: +61 3 9651 5111
dtf.vic.gov.au

Authorised by the Victorian Government
1 Treasury Place, Melbourne, 3002

© State of Victoria 2025



You are free to re-use this work under a [Creative Commons Attribution 4.0 licence](https://creativecommons.org/licenses/by/4.0/), provided you credit the State of Victoria (Department of Treasury and Finance) as author, indicate if changes were made and comply with the other licence terms. The licence does not apply to any branding, including Government logos.

If you have copyright queries or would like to receive this publication in an accessible format email information@dtf.vic.gov.au

Published March 2026

This document is available in Word and PDF format at dtf.vic.gov.au



Contents

Secretary foreword	1
Introduction	2
Overview of our department	2
<hr/>	
Diversity of our workforce	3
Our strategic vision	4
Focus areas	5
<hr/>	
Focus Area 1: Visible leadership and accountability	6
Focus Area 2: Attracting, developing and retaining a diverse and talented workforce	7
Focus Area 3: Ensuring Equity in the Workplace	9
Focus Area 4: Creating Culturally Safe, Respectful, and Inclusive workplaces	10
Focus Area 5: Measuring, Monitoring and Reporting on DEI	11
Governance and accountability	12
DEI at a glance	12
<hr/>	



Secretary foreword

At the Department of Treasury and Finance, we are committed to creating a workplace that is truly diverse, equitable and inclusive – one where every person feels valued, respected and supported to reach their full potential.

We know that diversity strengthens our organisation. When our people bring different perspectives, experiences and ideas to the table, we make better decisions and deliver stronger outcomes for Victoria.

Our leaders play a vital role in making this vision a reality. Leadership accountability and role modelling inclusive behaviours are key to fostering a culture where everyone feels safe to contribute, and where negative behaviours such as discrimination, bullying and harassment are never tolerated. But building an inclusive workplace is everyone's responsibility – from our executives to new graduates – and each of us has a role to play in ensuring our workplace reflects the values we aspire to.

This strategy reflects our shared vision with the Department of Government Services and the Department of Premier and Cabinet to build workplaces that are inclusive, fair and representative of the community we serve. By aligning our goals through the corporate shared services model, we are taking a coordinated and consistent approach to embedding diversity, equity and inclusion across all three departments.

This strategy was shaped through extensive consultation with our people, including workshops, focus groups and input from our staff networks and Diversity, Equity, and Inclusion Executive Champions. These insights have guided the priorities and actions that will take us forward. Together, we will continue to build a workplace that not only embraces differences but also celebrates them – where belonging, equity, and respect are at the heart of everything we do.

Chris Barrett

Secretary

Department of Treasury and Finance



Introduction

This Diversity, Equity and Inclusion (DEI) Strategy 2025–2029 (the Strategy) was developed in partnership with the Department of Government Services (DGS), the Department of Premier and Cabinet (DPC), and the Department of Treasury and Finance (DTF) (the departments).

The purpose of the Strategy was to develop one integrated Strategy under the corporate shared services function that outlines a shared vision and commitment to DEI and strengthens organisational maturity beyond a compliance approach and towards targeted and structured DEI initiatives.

The Strategy was developed following extensive research and consultation including Executive Leadership group briefings, a desktop review of whole of Victorian Government DEI strategies and research, analysis of 2024 People Matter Survey data by diversity, a series of staff workshops and playback sessions, focus groups with staff networks (including the Combined Enablers Network) and interviews with DEI Executive Champions. DTF has refined the integrated Strategy to reflect DTF-specific commitments and progress.

Building on previous DEI frameworks, the Strategy consolidates existing strategies and plans across priority diverse cohorts and departments (other than First Peoples strategies and plans) and aligns where possible with each department's obligations under the *Gender Equality Act 2020*. The priority diverse cohorts under the Strategy include:

- disability access and inclusion
- LGBTIQ+ inclusion
- cultural diversity
- gender equality.

In line with the Corporate Shared Services function, the strategy outlines a clear governance and accountability framework for implementing the Strategy across the three departments, including actions that sit centrally with DGS People and Culture and department-led actions that departments will deliver separately. The actions are designed to cut across all priority cohorts (where possible), noting some actions may require a focused response for specific priority cohorts.

Overview of our department

'The wellbeing of our staff remains a key priority, supported by DTFii, as we advance and lead a commitment to equity, flexibility, diversity and inclusion in the Victorian public service.'

DTF Corporate Plan 2025–2029

DTF provides leading financial and economic advice to the Government on the allocation of resources to improve the living standards of all Victorians.

We aim to optimise Victoria’s fiscal resources, strengthen Victoria’s economic performance, improve how the Government manages its balance sheet, commercial activities and public sector infrastructure and strengthen Victoria’s economic performance through fair, equitable and productive workplaces.

Diversity of our workforce

Gender

52

PER CENT

of DTF staff identify as women

1

PER CENT

of employees identify as trans, non-binary or gender diverse at DGS, DPC and DTF

Person with a disability

9

PER CENT

of employees identify as a person with a disability

LGB+

10

PER CENT

of staff identity as LGB+

Aboriginal and/or Torres Strait Islander

1

PER CENT

of staff identify as Aboriginal and/or Torres Strait Islander

Speak a language other than English

23

PER CENT

speak a language other than English

Born outside of Australia

22

PER CENT

were born outside of Australia

Source: People matter survey 2025 except gender (women), which is based on workforce data as of 30 June 2025.

Women of Colour Network



The Women of Colour Network is a collaborative initiative developed in partnership between DTF and the Essential Services Commission (ESC) as a local chapter of the VPS-wide Women of Colour Network.

The Network provides a safe and supportive space for women of colour to share their experiences, advocate for and drive inclusive workplace supports, access resources and training, network and cultivate leadership.

The network was established in 2025 and runs regular member events and catch-ups.

Pride Network



The DTF Pride Network is a peer-led group that connects employees who identify as LGBTQIA+ as well as allies across all VPS levels and areas of the Department.

The Pride Network raises awareness for LGBTQIA+ issues, supports the development of the DTF LGBTQIA+ Inclusion Plan, connects with the VPS Pride Council and organises educational, networking and social events.

Women's Leadership Network



The Women's Leadership Network is an initiative to connect and support women across our organisation.

Leadership development is a priority at the department, with over 180 women currently in executive and VPS6 positions. The network organises events and opportunities to discuss achievements, challenges, goals, and strategies with a gendered lens.

The network hosts guest speakers and runs social events to create opportunities for networking and connection for female DTF staff and allies of all genders – because growth and equality happen when we create an inclusive environment for everyone.



Our strategic vision

We are committed to creating a diverse, equitable and inclusive workplace where all people feel like they belong, are treated with dignity and respect, have equitable access to employment opportunities and outcomes, and can achieve their full potential.

Focus areas

Our vision for diversity, equity and inclusion is underpinned by five key focus areas:

1. **Visible leadership and accountability for DEI**

We strive to build inclusive leadership capability and develop a culture where senior leaders and executives take accountability for championing DEI strategies and initiatives.

We ensure DEI is integral to performance development processes and support employees to role model inclusive values and behaviours.

2. **Attracting, developing, and retaining a diverse and talented workforce**

We strive to maintain integrity in our recruitment policies and practices and attract a diverse and talented workforce that better reflects the community we serve.

We aim to provide targeted career development opportunities that build leadership capability and ensure fair and equitable career progression outcomes for diverse cohorts.

3. **Ensuring equity in the workplace**

We aim to build internal capability to support a diverse workforce and address complex workplace DEI needs.

We strive to ensure DEI related workplace policies are implemented fairly, consistently, and equitably.

4. **Creating culturally safe, respectful, and inclusive workplaces**

We maintain zero tolerance for negative behaviours including bullying, sexual harassment, discrimination, violence, and aggression.

We strive to provide psychologically and culturally safe workplaces and ensure employees have access to culturally responsive and dedicated employee supports.

5. **Measuring, monitoring and reporting on DEI**

We aim to strengthen our workforce systems to better understand the diversity of our workforce and specific needs.

We strive to take a continuous improvement approach to measuring, monitoring, and implementing DEI initiatives and ensure accountability for progress.

We will work with DTF's People Committee to identify suitable targets and measures of success.

Focus area 1: Visible leadership and accountability

Goal

Our goal is to build inclusive leadership capability and develop a culture where senior leaders and executives take accountability for championing DEI strategies and initiatives. We also aim to ensure diversity, equity and inclusion is integral to performance development processes and support employees to role model inclusive values and behaviours.

Actions

People and Culture will:

- Build inclusive leadership capability of senior leaders and executives.
- Strengthen PDP guidance to incorporate discussions on DEI values and inclusive behaviours.

DTF will:

- Establish or maintain the role of executive champions for diversity, equity and inclusion.
- Identify opportunities for employees to engage with senior leaders on DEI.
- Encourage employees to have regular discussions on inclusive behaviours and DEI values as part of PDP processes.

Outcomes

- Senior leaders and executives role model inclusive leadership.
- Senior leaders take accountability for championing DEI strategies and initiatives.
- Inclusive behaviours and DEI values are embedded into PDP processes and discussions.
- Employees demonstrate inclusive behaviours and values in the workplace.

Focus area 2: Attracting, developing and retaining a diverse and talented workforce

Goal

Our goal is to maintain integrity in our recruitment policies and practices and attract a diverse and talented workforce that better reflects the community we serve. We also aim to provide targeted career development opportunities that build leadership capability and ensure fair and equitable career progression outcomes for diverse cohorts.

Recruitment

Actions

People and Culture will:

- Review recruitment policies to ensure they are inclusive and reflect best practice.
- Identify strategies for attracting diverse and talented candidates.
- Build inclusive recruitment capability of hiring managers and panel members.

DTF will:

- Provide tailored information, resources and supports during recruitment and onboarding.
- Consider utilising a broader range of talent attraction strategies and recruitment channels.
- Maintain organisational integrity and minimise bias in recruitment practices and decision making.

Outcomes

- DTF's workforce better reflects the community that we serve.
- Recruitment, onboarding and induction practices are accessible, inclusive and culturally safe.
- Hiring managers and panel members actively demonstrate inclusive recruitment capability.
- Employees have greater confidence in the integrity of recruitment policies and practices.



Career development and progression

Actions

People and Culture will:

- Continue to promote and/or deliver leadership capability development programs.
- Build manager capability to support career aspirations of diverse cohorts.

DTF will:

- Identify targeted career development opportunities to support career progression.
- Maintain organisational integrity and minimise bias in career development practices and decision making.

Outcomes

- Diverse cohorts have greater confidence that career development opportunities are fair and equitable.
- Increased opportunities for diverse cohorts to build leadership capability.
- Greater access to targeted career development opportunities to support career transition.

Focus area 3: Ensuring equity in the workplace

Goal

Our goal is to build internal capability to support a diverse workforce and address complex workplace diversity, equity and inclusion needs. We also strive to ensure diversity, equity and inclusion related workplace policies are implemented fairly, consistently and equitably.

Actions

People and Culture will:

- Build the capability of managers to strengthen disability confidence.
- Support staff to manage work, family and caring responsibilities.
- Build capability of HR practitioners and managers to address complex DEI workplace needs.

DTF will:

- Ensure ongoing communication of diversity, equity and inclusion related workplace policies and leave provisions.

Outcomes

- HR practitioners and managers demonstrate increased capability to support employees with diverse and complex needs.
- Implementation of workplace policies for diverse cohorts is fair, consistent and equitable.
- Greater communication and understanding of diversity, equity and inclusion related workplace policies.

Focus area 4: Creating culturally safe, respectful, and inclusive workplaces

Goal

Our goal is to provide psychologically and culturally safe workplaces and ensure employees have access to culturally responsive and dedicated employee supports. We maintain zero tolerance for negative behaviours including bullying, sexual harassment, discrimination, violence and aggression.

Actions

People and Culture will:

- Build employee confidence to report negative behaviours.
- Continue to deliver the respectful workplace behaviours education program.
- Identify regular, bite-sized learning opportunities for employees to engage with diversity, equity and inclusion topics.

DTF will:

- Continue to promote a zero-tolerance approach to negative behaviours.
- Provide culturally responsive and dedicated employee supports and networks.

Outcomes

- Senior leaders actively demonstrate zero tolerance for negative behaviours.
- Employees feel psychologically and culturally safe at work and more confident to report negative behaviours.
- Increased provision and access to culturally responsive and dedicated employee supports.

Focus area 5: Measuring, monitoring and reporting on DEI

Goal

Our goal is to strengthen our workforce systems to better understand the diversity of our workforce and specific needs. We also aim to take a continuous improvement approach to measuring, monitoring and implementing diversity, equity and inclusion initiatives and ensure accountability for progress.

Actions

People and Culture will:

- Prepare annual DEI strategy progress reports for each department.
- Analyse People Matter Survey and workforce data to support annual monitoring and reporting.
- Strengthen workforce data collection systems and processes and establish robust workforce diversity data sets.
- Monitor WoVG approaches and best practice diversity, equity and inclusion strategies.

DTF will:

- Monitor progress against employment targets for diverse cohorts in line with WoVG targets.
- Identify practical actions in business plans to support the implementation of the strategy.
- Engage with People Committee to identify suitable targets and measures of success.

Outcomes

- Increased understanding of the diversity of our workforce and specific needs.
- Effective measuring, monitoring, and reporting on DEI including alignment with best practice strategies.
- Stronger evidence of senior leaders taking accountability for DEI and making progress against actions.

Governance and accountability

We are committed to implementing a diversity, equity and inclusion strategy that is underpinned by strong leadership, governance, accountability and reporting. The successful implementation of the strategy is a shared responsibility that requires a collaborative effort across all levels of DTF.

DTF Board will drive the strategic direction for diversity, equity, and inclusion across DTF.

Executive Champions will provide visible leadership for diversity, equity and inclusion and champion DEI initiatives in DTF.

People Committees will coordinate the monitoring and implementation of DTF-led actions under the strategy.

DGS People and Culture will coordinate the monitoring and implementation of People and Culture-led actions under the strategy and report on progress against the strategy.

DTF Groups/Divisions will integrate diversity, equity and inclusion initiatives into their annual business plans to support the implementation of the strategy.

DEI at a glance

Focus area	Actions	Outcomes
Visible leadership and accountability for DEI	<ul style="list-style-type: none"> Establish or maintain the role of executive champions who take responsibility for championing DEI across DTF including acknowledging days of significance through communications and cross-departmental events. Identify opportunities for employees to engage with senior leaders and executive champions to share lived experience and discuss DEI related workplace policies and issues. Encourage all employees including executives to have regular discussions on role modelling inclusive behaviours and demonstrating DEI values in the workplace as part of PDP processes. 	<ul style="list-style-type: none"> Senior leaders and executives demonstrate inclusive leadership and take accountability for championing DEI strategies and initiatives. Inclusive behaviours and values are embedded into PDP processes and discussions. Employees demonstrate inclusive behaviours and values in the workplace.

Focus area	Actions	Outcomes
Attracting, developing, and retaining a diverse and talented workforce recruitment	<ul style="list-style-type: none"> • Provide tailored information, resources and supports for diverse cohorts during recruitment, onboarding and induction processes. • Consider utilising a broader range of talent attraction strategies and recruitment channels to attract diverse and talented candidates. • Embed expectation of hiring managers and panel members about maintaining organisational integrity and minimising bias in recruitment practices and decision making. 	<ul style="list-style-type: none"> • DTF's workforce better reflects the community that we serve. • Recruitment, onboarding and inductions practices are accessible, inclusive and culturally safe. • Hiring managers and panel members actively demonstrate inclusive recruitment capability. • Diverse cohorts have greater confidence that recruitment practices in DTF are fair and equitable.
Attracting, developing, and retaining a diverse and talented workforce career development and progression	<ul style="list-style-type: none"> • Identify targeted career development opportunities for diverse cohorts to support career progression including mentoring, coaching and sponsorship programs. • Embed expectations for managers about maintaining organisational integrity and minimising bias when awarding career development opportunities including higher duties, secondments and promotions. 	<ul style="list-style-type: none"> • Increased opportunities for diverse cohorts to build leadership capability. • Greater access to targeted career development opportunities to support career transition into more senior VPS roles. • Diverse cohorts are more confident that career development opportunities are fair and equitable.
Ensuring equity in the workplace	<ul style="list-style-type: none"> • Ongoing communication of DEI related workplace policies including flexible working, workplace adjustments, respectful workplaces, parental leave, cultural and ceremonial leave, family violence, reproductive health and wellbeing leave, and gender affirmation leave. 	<ul style="list-style-type: none"> • HR practitioners and managers demonstrate increased capability to support diverse cohorts and address complex DEI needs. • Fair, consistent and equitable implementation of workplace policies for diverse cohorts. • Greater communication and understanding of DEI related workplace policies.

Focus area	Actions	Outcomes
Creating culturally safe, respectful and inclusive workplaces	<ul style="list-style-type: none"> Continued promotion of a zero-tolerance approach to sexual harassment, bullying, violence and discrimination via consistent and ongoing messaging from Secretaries and Boards of Management. Provide culturally responsive and dedicated employee supports and networks to support the psychological safety, health and wellbeing of diverse cohorts where gaps exist. 	<ul style="list-style-type: none"> Senior leaders actively demonstrate zero tolerance for negative behaviours. Diverse cohorts feel psychologically and culturally safe at work and more confident to report negative behaviours. Increased provision and access to culturally responsive and dedicated employee supports.
Measuring, monitoring, and reporting on DEI	<ul style="list-style-type: none"> Monitor progress against employment targets for diverse cohorts in line with WoVG targets. Executive Leadership Teams to identify practical actions in their business plans to support the implementation of the DEI strategy. DTF Board to engage with People Committee to identify suitable targets and measures of success. 	<ul style="list-style-type: none"> Increased understanding of the diversity of our workforce and specific needs. Effective measuring, monitoring and reporting on DEI including alignment with best practice strategies. Stronger evidence of senior leaders taking accountability for DEI and making progress against actions.

